MINISTRY OF COMMUNITY DEVELOPMENT, COOPERATIVES & VOLUNTEERS 1999-2001 ANNUAL PERFORMANCE REPORT

E LIBRARY
C. V8V 1X4
SEP 25 2001

TABLE OF CONTENTS

LEGISLATIVE LIBRARY OF BRITISH COLUMBIA
3 3298 00262 4584

102-00197

Introduction 2

The Ministry 4
- Mission 4
- Vision 4
- Mandate 4
- Values 5
- Operating principles 5
- Structure 6
- Branches 6
- Organization Chart 7

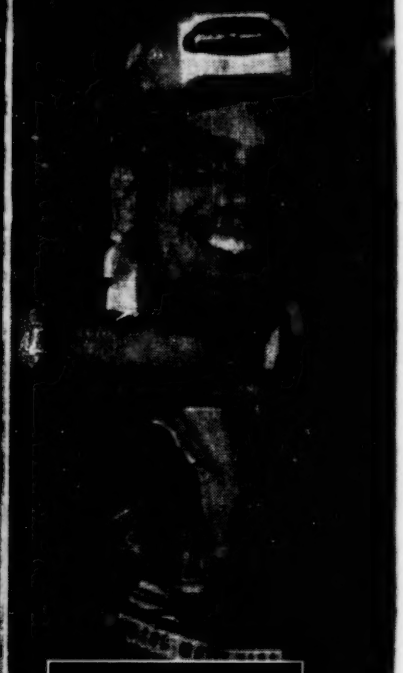
Key Initiatives 8
- Access to capital and financial services 8
- Access to resources 9
- Revitalization of Vancouver's Downtown Eastside 10
- Regional development 11
- Voluntary sector development 12
- Policy, research and education 12
- Community development tools 13
- Intergovernmental initiatives 13

Community Partnerships 14
- Cariboo and Fraser–Fort George 15
- Kootenay 17
- Mainland/Southwest 19
- Nechako 23
- North Coast 25
- Northeast 27
- Thompson/Okanagan 29
- Vancouver Island/Coast 31

Revenues, Expenditures and Full-Time Equivalents (FTEs) 34

Report on the 2000/01 Performance Plan 36

INTRODUCTION



THE MINISTRY'S MANDATE IS TO SUPPORT RATHER THAN DIRECT COMMUNITY DEVELOPMENT INITIATIVES IN B.C.

BUILDING STRONG COMMUNITIES IS A COMPLEX, OFTEN DELICATE TASK. IT REQUIRES the enthusiasm and partnership of residents, business and government and the access to necessary capital and resources. During the past 10 years, governments across Canada and the United States have responded to this challenge by creating departments and agencies that support community development initiatives. British Columbia adopted a similar strategy in 1999 by creating the Ministry of Community Development, Cooperatives and Volunteers.

The ministry's mandate is to support rather than direct community development initiatives in B.C. It gives communities the tools they need to make their own decisions, develop stronger, more sustainable economies and thrive in the evolving global economy.

Every community in B.C. has unique strengths and needs. For this reason, the ministry offers a variety of initiatives and programs that help communities build on their existing assets and achieve their social, economic and environmental goals.

One of the biggest challenges for grassroots organizations is securing the capital and technical resources they need for community development projects. The ministry works with other agencies to facilitate this process and reduce the red tape involved in multi-agency negotiations.

In its first 20 months, the ministry provided more than $7 million in matching funds for 160 community projects through the Community Enterprise program. It created or maintained 137 conservation-based jobs on Vancouver Island through a $1.2 million investment in Ecotrust Canada. It invested $1.8 million through the Co-op Advantage program to support 80 projects involving new and existing cooperative ventures. And it invested $3.5 million in 216 projects that support the work of volunteer organizations in 69 British Columbia communities.

The ministry also worked to improve living and employment opportunities for marginalized people in B.C. To help street-involved youth get work experience and pre-apprenticeship training in seven B.C. communities, the ministry committed $1.2 million to its BladeRunners wage subsidy program in 2000/01. And the ministry invested more than $580,000 through the Community Solutions program to support 29 projects aimed at improving housing, training and job opportunities and cultural amenities for low-income people in urban centres.

The ministry also conducts needs assessment and gap analysis, drafting policies and designing programs to guide community development and improve economic opportunities for marginalized people. It helps resource-dependent communities like Tumbler Ridge develop and implement economic and social transition plans to cope with industry closures. And it works with the federal government and City of Vancouver through the Vancouver Agreement to improve living conditions and employment opportunities for residents of Vancouver's Downtown Eastside.

Since access to government resources can mean the difference between success and failure for organizations and individuals, the ministry also provides matching funding for community-driven development projects on a partnership basis. The ministry's Community Enterprise, Greening Communities, Co-op Advantage, Community Solutions and InVOLve B.C. programs fund eligible grassroots projects that encourage economic diversification, create sustainable employment and build community capacity – the knowledge, skills and resources of community organizations and residents. The ministry also invests in human potential by funding BladeRunners, a program that helps youth at risk gain the skills and work experience they need to gain steady employment.

This annual report provides a snapshot of the ministry's accomplishments and activities for the period July 1999 to March 31, 2001.

THE MINISTRY

MISSION

The Ministry of Community Development, Cooperatives and Volunteers promotes, supports and invests in community efforts that encourage all British Columbians – no matter what their economic or social standing – to build and maintain healthy, innovative communities reflecting the goals, aspirations and participation of their citizens.

VISION

Our vision is a province in which all communities:

- have a diversified and sustainable economy and a vibrant voluntary sector
- are resilient, with the ability and tools to manage change and to shape their own futures
- engage their citizens in identifying and implementing new opportunities for development, diversification and learning, including fostering the development of cooperatives
- take an active role in the stewardship of their local environment, and
- celebrate their diverse social and cultural heritage.

MANDATE

More specifically, the ministry has a mandate to:

- complement the tools, resources and expertise that communities already have for developing their opportunities and responses to social and economic change
- support, encourage and invest in community-led efforts to build healthy, sustainable, self-reliant communities
- ensure that communities affected by economic change and dislocation are supported and empowered by access to tools, resources and education to create new social and economic opportunities
- promote and support the development of cooperatives as a model for social and economic development
- recognize and support the role of the voluntary sector in building communities
- work with existing structures and organizations to facilitate the sharing of information and promising practices between communities, and
- ensure that government policies, legislation and regulations comprehensively support community social and economic development.

VALUES

Integrity
We are committed to working together in an open, fair and honest manner.

Respect and diversity
The uniqueness and diversity of individuals and communities is recognized and respected.

Recognition
We strive to create a workplace where staff enjoy coming to work every day, and know that their contributions are valued and appreciated.

Responsibility
We devolve responsibility and authority for decision-making commensurate with the capacity of each staff member.

Collaboration
To achieve success, we work and learn together as a team.

Creativity and Flexibility
We encourage learning and reward creativity and innovation.

Excellence
The work we do makes a positive difference to the communities we serve.

OPERATING PRINCIPLES

The Ministry of Community Development, Cooperatives and Volunteers adheres to the following operating principles:

- We support community-led solutions and work with communities to build on their inherent strengths.
- We help to ensure that communities have the additional tools and resources they need for self-sufficiency and decision-making.
- We actively seek the ideas and opinions of the people we serve, and those with whom we collaborate, to achieve our goals.
- We ensure that all communities have fair and equitable access to programs, resources and services.
- We make timely, informed, responsive decisions to meet communities' needs.
- We demonstrate fiscal responsibility to our community partners, stakeholders and the public.

STRUCTURE

The executive committee for the ministry consists of the deputy minister, a part-time associate deputy minister, branch executive directors and directors. The executive financial officer, financial, administrative, human resource and information management services are shared under an arrangement with the Ministry of Employment and Investment.

BRANCHES

Communications provides the minister, ministry executive, programs, branches and regions with communications policy, issues management, media relations, marketing and communications planning support. The branch develops, delivers and evaluates ministry communications activities.

Community Enterprise Development and Regional Operations is responsible for managing and delivering the Community Enterprise program across the province.

Community Transition and Planning assists resource-dependent communities that are facing severe economic change because of anticipated or actual corporate decisions to downsize, relocate or close facilities permanently. The branch provides the ADM Committee on Community Transition, chaired by the Deputy Minister, with secretariat services. It also provides corporate planning, monitoring and reporting on performance against ministry plans and objectives, and manages the ministry's legislative process.

Cooperative and Voluntary Sectors is responsible for the Cooperative Association Act and the Co-op Advantage program, which supports the development of cooperatives. The branch also recognizes and strengthens the work of B.C. voluntary organizations, primarily through the InVOLve BC program.

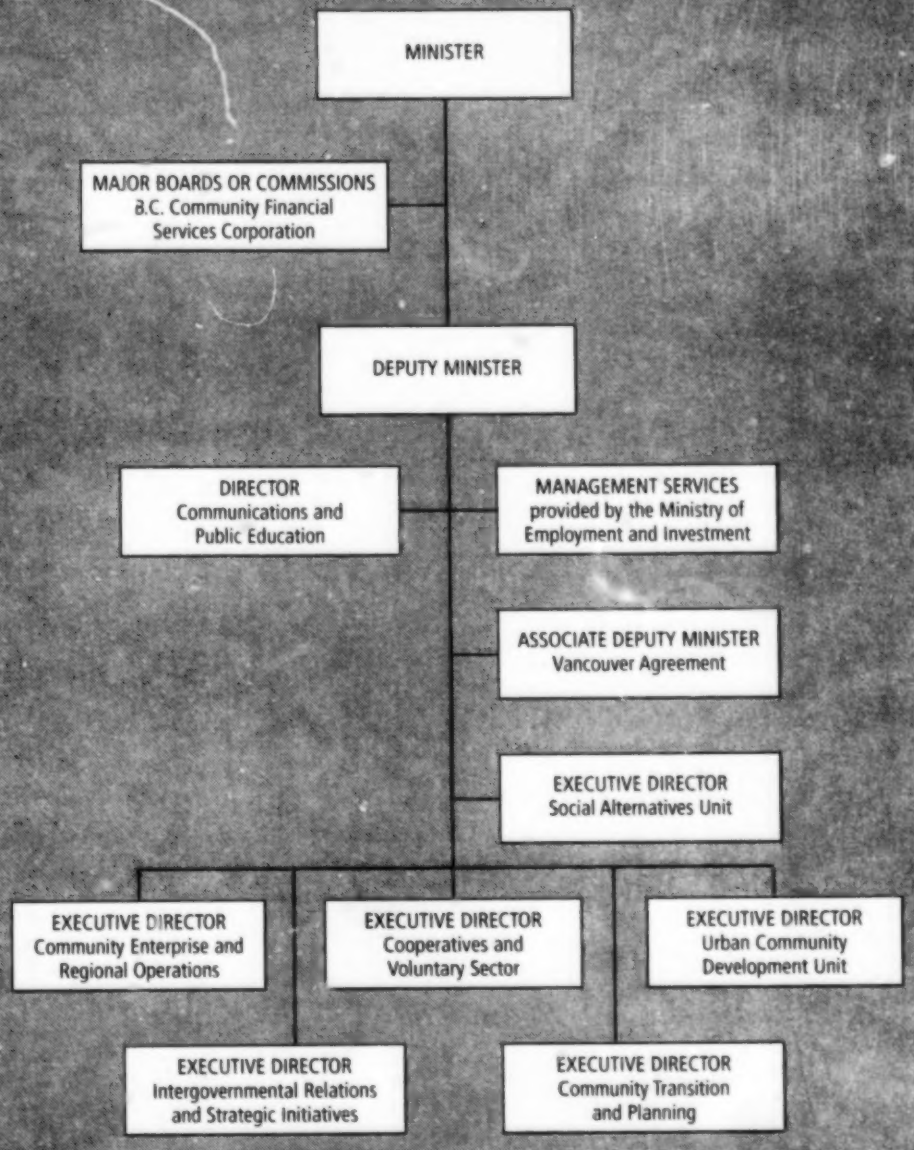
Intergovernmental Relations and Strategic Initiatives conducts strategic research and program/policy development for the ministry. It also manages the development and maintenance of agreements and relations with other levels of government and jurisdictions that support community development activities.

The Social Alternatives Unit researches, manages, develops and implements projects aimed at reducing systemic barriers and enabling B.C. residents to become self-reliant.

The Urban Community Development Unit develops and delivers initiatives that provide social and economic development opportunities for B.C. residents. The branch administers the BladeRunners and Community Solutions programs and other initiatives that help disadvantaged residents participate in their communities, obtain employment and enhance their quality of life.

The Vancouver Agreement Unit supports the five-year agreement among the provincial and federal governments and the City of Vancouver. The agreement reflects the commitment of all three levels of government to work together, within their own jurisdictions and mandates, and with communities in Vancouver to promote and support sustainable economic, social and community development.

ORGANIZATIONAL CHART – Ministry of Community Development, Cooperatives and Volunteers



IN THE 1990s, DOWNTURNS IN THE RESOURCE-BASED SECTORS CHALLENGED communities in B.C. At the same time, opportunities appeared in the growing knowledge-based economy. Communities told government that they wanted and needed a new kind of support that would enable them to meet the challenges and to capitalize on the opportunities offered by the new economy.

This section highlights key initiatives the ministry has undertaken in consultation with communities to improve social conditions and build stronger, more diversified economies, while respecting the environment.

ACCESS TO CAPITAL AND FINANCIAL SERVICES

Four Corners Community Savings

Four Corners Community Savings is a Crown corporation of the ministry, dedicated to providing a full range of financial services for Downtown Eastside residents. Unlike regular banks, Four Corners provides free financial services and photo identification for clients. It also allows clients to open and maintain accounts, no matter how much money they have. These services make it easier for Four Corners' clients to save money and improve their economic circumstances.

Since it was established five years ago, Four Corners has accumulated $30 million in assets and has attracted over 5,000 clients in the community. Four Corners serves a wide range of investors, including corporations, societies, unions, non-profit organizations and individuals.

Green Enterprise Loan Fund

On March 30, 2000, the ministry contributed $1.1 million to Ecotrust Canada for a Green Enterprise Loan Fund that will support the emergence of a conservation-based economy on north and west Vancouver Island. The fund will lend a total of $6 million over four years to 50 small businesses launching or expanding green enterprises. In 2000/01, Ecotrust Canada approved loans of $1.4 million to 14 businesses in the region and created and/or retained 137 jobs.

Ecotrust Canada is a private, non-profit charitable organization promoting conservation-based development as a means to a conservation economy in the coastal temperate rain forests of B.C. It operates an office in Ucluelet and plans to open a second office on northern Vancouver Island.

Community Enterprise Investment Fund

The ministry worked with ICBC to establish a $20 million Community Enterprise Investment Fund. Community Futures Development Corporations administer the fund and provide loans of up to $500,000 for small business development in regions throughout B.C. The Community Futures B.C. network – an association of 34 non-government organizations across the province – has a proven track record in granting and administering loans for small business. Western Economic Diversification Canada provides loan loss guarantees.

The ministry provided Community Futures with $98,500 in operational funding to implement and market the new fund.

Community Venture Capital Program

The Community Venture Capital Program (CVCP) strengthens the provincial economy by providing small businesses with investment capital they need to grow and thrive. The program is managed by the Ministry of Small Business, Tourism and Culture and supports the creation of Community Venture Capital Corporations, which raise money from B.C. residents and invest the funds in qualifying small businesses. They provide equity financing for business start-up and expansion to the regions, and provide provincial investors with a 30 per cent–refundable tax credit.

CVCP has established 20 community venture capital corporations, raised $9.5 million in investments, issued $2.85 million in tax credits, issued tax credits to 480 investors, and invested $7.4 million in regional small businesses.

ACCESS TO RESOURCES

The ministry, in cooperation with other ministries and agencies, supports pilot programs aimed at increasing community access to resources in three areas:

- community forest projects
- shellfish development projects, and
- community trail projects.

This year, the ministry also funded research projects on access to resources.

REVITALIZATION OF VANCOUVER'S DOWNTOWN EASTSIDE

The ministry is involved in a number of activities designed to revitalize the Downtown Eastside.

The Vancouver Agreement

The Vancouver Agreement is a five-year commitment among the provincial and federal governments and the City of Vancouver to work together to support sustainable economic, social and community development in the Downtown Eastside and throughout the city. All three levels of government have joined to endorse the Four Pillars approach to drug addiction – treatment, prevention, enforcement and harm reduction.

On September 29, 2000, the partners announced the first phase of a comprehensive program that will strategically link a number of new approaches and initiatives in the Downtown Eastside. The program integrates redesign of public space and new enforcement initiatives with expanded health services, housing and community and economic development.

Partners for Economic and Community Help

Partners for Economic and Community Help (PEACH) is a five-year, $2.4 million fund designed to help residents and organizations access government funds and programs quickly and easily. The Vancouver Economic Development Commission and the Four Corners Support Fund Society co-manage the fund.

Sunrise Dental Clinic

Scheduled to open in June 2001, the Sunrise Dental Clinic will provide barrier-free and preventive dental care for low-income residents, while giving dentistry students valuable practical experience.

Woodwards Housing Co-op

In March 2001, the provincial government purchased the former Woodwards department store building. The Woodwards Housing Co-op will ultimately provide as many as 275 cooperative housing units for low- and moderate-income families, seniors and singles. Most of the structure has been allocated for commercial and retail use, and will link the commercial areas of Gastown and Chinatown.

Cariboo Economic Action Forum

The Cariboo region created the Cariboo Economic Action Forum (CEAF) in 1994 to improve economic stability and diversification in the region. Under a partnership agreement with the provincial government, CEAF delivers the ministry's Community Enterprise program in the Cariboo-Chilcotin region, valued at approximately $1.2 million annually.

Community development action plans

The ministry is supporting community development action plans in five coastal regions: Sunshine Coast, Powell River, Central Coast, North Coast and Haida Gwaii. These action plans involve First Nations and non-aboriginal communities in agreements that address long-term social and economic development issues in their regions.

BladeRunners

BladeRunners is a wage subsidy program that provides at-risk youth with work experience and training in construction and related trades. Youth learn basic construction techniques while acquiring valuable work experience. The participants work on private- and public-sector work sites and learn skills that can lead to their becoming qualified trades people. BladeRunners operates in seven communities: Kamloops, Kelowna, Nanaimo, Prince George, Vancouver, Vernon and Victoria.

In 1999, the BladeRunners program received the prestigious PEPNet (Promising and Effective Practices Network) Award from the U.S.-based National Youth Coalition. The coalition presents awards each year to outstanding North American programs that promote youth employment and development opportunities.

Learning Communities

The Learning Communities initiative promotes community development through life-long learning, information technology, and partnerships between community organizations, public education institutions and other stakeholders. Since 1999, the ministry has worked with the Office of Learning Technologies (OLT) of Human Resources Development Canada to co-invest in learning communities projects that meet the needs of communities managing socio-economic change.

Through its agreement with the OLT, the ministry has secured up to $7 million in federal funds for B.C. communities over three years to support and strengthen community efforts to make the transition to sustainable knowledge-based economies. The ministry and the OLT have jointly sponsored more than 30 workshops to support the development and implementation of a network of learning communities across B.C.

VOLUNTARY SECTOR DEVELOPMENT

In B.C., more than one million people regularly volunteer their time and talents – close to 200 million hours a year, valued at $2.7 billion – to help make our communities better places to live. The United Nations declared 2001 the International Year of Volunteers. To help celebrate this year-long event, the ministry has provided funding for Volunteer BC, a provincial association of volunteer centres, to promote volunteer activities and programs throughout the province.

Through its InVOLve BC program, the ministry also supports a wide variety of strategic sector development projects that increase the skills and resources of the entire voluntary sector. Partnerships are integral to this effort.

POLICY, RESEARCH AND EDUCATION

Knowledge Network series

The ministry and other provincial and federal agencies supported a four-part Knowledge Network series, The Power of People: Building Stronger Communities. Filmed in Alert Bay, Campbell River, Kamloops, Grand Forks, Salmon Arm, Creston, Valemount, Granisle, Vancouver's Downtown Eastside, and New Westminster, the series showcases real-life examples of community economic development efforts throughout B.C. It also details a four-step process and the success factors that will help people put together community economic development initiatives in their communities. A workbook complements the series, so that communities can use both the videos and exercises in the guidebook to help them get started.

Cooperative Development and Management Certificate Program

The University of Victoria's Division of Continuing Studies, in cooperation with the B.C. Institute for Cooperative Studies (BCICS), is developing four Web-based cooperative studies courses, supported by $177,700 from the ministry through its Co-op Advantage program. Courses on developing and managing cooperatives will form the core of this new certificate program, which will be launched in January 2002. British Columbians will be able to access professional development training from virtually anywhere in the province. Course material will be available on-line via the Internet, and students will receive instruction from online tutors.

Regional community development discussion paper

In July 2000, the ministry released a discussion paper entitled "Toward Revitalized, Resilient and Sustainable Communities Across British Columbia." It suggests a policy and legislative framework to provide new methods for the province to partner with communities to improve local social and economic development.

Through the summer and fall of 2000, the ministry gathered feedback on the discussion paper from communities. More than 460 participants attended 21 workshops in 16 communities across the province. The ministry also received 70 written submissions. The information provided is available to assist with shaping government policy on regional community development.

Cooperative legislation

Following many months of consultations with the co-op sector, the ministry revised the Cooperative Association Act and the accompanying Cooperative Association Regulation. This new legislation, brought into force on January 31, 2001, allows cooperatives to issue investment shares to members and non-members, giving co-ops the same access to capital as other businesses. In addition, it gives co-ops greater flexibility to adapt their structure and operations in order to be more competitive and self-regulating.

COMMUNITY DEVELOPMENT TOOLS

Community economic and social development funding program inventory

The ministry compiled an inventory of community development funding programs offered by the provincial and federal governments, foundations, businesses and companies, cooperatives and non-profit organizations. The inventory has become a central source of funding information for locally driven projects.

INTERGOVERNMENTAL INITIATIVES

Western Economic Partnership Agreement

The Western Economic Partnership Agreement (WEPA) is a two-year federal/provincial agreement aimed at encouraging economic diversification in B.C. A portion of the $40 million agreement provides for partnering among the Ministry of Community Development, Cooperatives and Volunteers, Western Economic Diversification Canada, the B.C. network of the Community Futures Development Corporation, and a wide range of community-based organizations. Western Economic Diversification Canada and the B.C. Ministry of Employment and Investment are the lead agencies. The agreement ends on March 31, 2002.

The Vancouver Agreement

The Vancouver Agreement is a five-year commitment by the federal and provincial governments and the City of Vancouver to work together to support sustainable economic, social and community development throughout the city.

The minister is the provincial government lead and representative on the agreement. In support of the minister's role, the ministry negotiates priorities, initiatives, communications and research. It also provides guidance on policy, programs and expenditures.

Homelessness initiatives

As the provincial lead on homelessness initiatives, the ministry recently facilitated the federal government's commitment to spend over $30 million on projects that will assist homeless people in B.C. over the next two years.

Federal/provincial/territorial meetings on voluntary sector

B.C initiated and led a working group with the provinces and territories to discuss their developing relationship with the voluntary sector and to share information on promising and best practices. The working group has held three meetings, two of them jointly with the federal government.

COMMUNITY PARTNERSHIPS

SINCE COOPERATION AND STRONG LOCAL SUPPORT ARE KEY TO THE SUCCESS of community development activities, the ministry's programs are set up to encourage the creation of local partnerships. A community's ideas, aspirations and leadership are expressed as projects designed to diversify and sustain the local economy. The role of the ministry is to complement community input through funding and other support. Eligible projects require widespread local backing, ongoing public support and local contributions.

This strategy guided the ministry's evaluation of funding requests for community development initiatives during its first 30 months of operation. The ministry co-funded over 300 innovative projects aimed at improving social, economic, cultural and environmental conditions in communities throughout the province. These projects range from planning cooperative ventures in Vancouver to revitalizing Vancouver's Downtown Eastside neighbourhood to establishing a state-of-the-art [illegible] in the Kootenay-Boundary Region.

As it is impossible to describe every project in detail in this report, [illegible] sample of the types of projects the ministry has funded in each region [illegible] July 1999 to March 31, 2001. In many cases, [illegible] The funds allocated to communities vary from region to region. The poorest [illegible] the economic development [illegible] community as a [illegible]

CARIBOO AND FRASER-FORT GEORGE

The ministry allocated a total of $2,331,413 for 58 projects in the Cariboo and Fraser-Fort George region.

CASE STUDIES

Chilcotin Time

Digital movie-making uses state-of-the-art technology and is part of the shift toward a new knowledge- and information-based economy. But few organizations outside of the Lower Mainland have commercial experience in using this kind of technology.

Chilcotin Time was a demonstration project sponsored by the Tatla Lake and Region Economic Development Council. The project, co-funded by the Community Enterprise program, hired and trained five local people in all aspects of digital video production – film-editing, camera operation, lighting, sound recording and digital broadcasting – using the most sophisticated techniques and equipment. They are now pursuing other business and training ventures related to their experience on the project. One new business has already been established and is contributing to the local tourism industry.

Project participants created two documentaries: an eight-minute montage and a 45-minute collection of video interviews. They also produced a 45-minute video brochure that describes alternative logging projects underway locally and provincially. These materials will be available over the Internet and from community libraries.

The project also involved hands-on production of tourism and small-business marketing materials They included a set of panoramic shots and a video advertising brochure that will be used as a "digital location library" of film and video locations for regional and provincial film commissions and tourism operators.

District of Wells "Gateway" economic diversification strategy

Wells, a tiny community of 270 people, was designated a gateway community through the Ministry of Small Business, Tourism and Culture's Park and Backcountry Gateway program. This former mining community next to Barkerville wants to develop its tourism potential and retain control over this development. With support from the Community Enterprise program, the District of Wells initiated a five-part economic strategy to attract more visitors to Wells and promote economic diversification and growth. The strategy encompassed the following projects:

- woodworking courses for small business owners and artisans offered by the Island Mountain Arts Society and the Wells Forest Community Society
- a marketing plan to encourage students and teachers to combine their educational experiences with backcountry recreation such as short mountain-bike and canoe trips
- restoration of the 70-year old community hall, which will be an ideal location for conferences, meetings and other special events
- a visitor information centre and plans for beautifying the land along the highway
- co-ordination of all projects and participants and co-operative marketing.

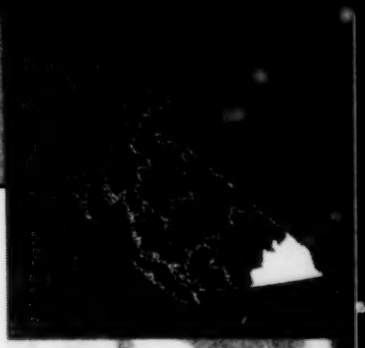
> The Community Enterprise program is one of the best things that has come along in ages....People are totally amazed at what this tiny community is trying to do. Everyone is highly motivated, and people want to make things better for themselves.
>
> —JUDY CAMPBELL, GATEWAY PROJECT CO-ORDINATOR

Community sustainability pilot project

In Quesnel, residents are working together to determine how they would like to improve the quality of life in their community through a community sustainability project launched in early spring 2001. This provincial pilot project involves a new approach to indicator work and will help residents develop relevant ways of measuring conditions in their community, track their community's progress toward sustainability, and develop an action plan to enhance social, economic and environmental conditions.

The Fraser Basin Council is a valuable partner on the pilot project. The council's experience with indicator projects of its own has benefited participating communities. The other pilots are in New Westminster, Tofino/Ucluelet and Powell River/Sunshine Coast.

KOOTENAY



The ministry allocated a total of $1,649,579 for 71 projects in the Kootenay region.

CASE STUDIES

Central Kootenay Community Futures Development Corporation micro-lending

Mary was a low-income single parent with two young daughters. For several years, she had been making small decorative ornaments as gifts for friends. After completing a Community Futures Business Plan workshop, Mary was convinced that there was a wholesale market for her ornaments. She obtained a $3,000 micro-loan from the Central Kootenay Community Futures Development Corporation, and went into production. Six months later, following an excellent Christmas season, she paid off her micro-loan early. She subsequently secured substantial orders from BC Ferries gift shops and a major natural food chain in the U.S.

With a micro-loan, a man with a disability who produces radio advertisements part-time from a studio in his Slocan Valley home was able to purchase the sound card he needed to do the work on a large recording contract. He paid off his micro-loan in 60 days.

These and many other successes were made possible through a micro-enterprise loan fund set up by the Central Kootenay Community Futures Development Corporation with Community Enterprise funding from the ministry. The fund is specifically designed to help lower-income individuals (primarily women and youth) to increase their income and to launch self-sustaining business ventures; it also helps people who are often turned down by traditional loan programs. Money is loaned to businesses that need small amounts of capital and can repay the loan quickly.

The fund has provided agriculture, craft- and food-based manufacturing, retail, food service, and other service and wholesale businesses with loans. Eight per cent of loan recipients have a mental illness or a disability, 14 per cent have a physical disability and 58 per cent are women.

This pilot project is also testing two delivery models – individual lending and peer lending – and will provide evaluative information on the best method for establishing, delivering and maintaining loan funds. Numerous service providers, local government representatives and private business owners have contributed substantially to the project by participating on the steering committee, mentoring clients and providing marketing assistance, referrals, professional support and space.

This is a joint project with Columbia Basin Trust, with in-kind support from Human Resources Development Canada and Western Economic Diversification Canada. Kootenay Community Futures is putting $100,000 of its own investment capital into the project.

Kootenay Association for Science and Technology

The Kootenay-Boundary region has expressed a wish to become a learning community – in a high-tech way. With funding from the Community Enterprise program, the Kootenay Association for Science and Technology (KAST) is developing a business and strategic plan to set up a high-speed telecommunications network in the region. KAST, a non-profit society aimed at stimulating the growth of science and technology in the area, is coordinating the project and heading a committee of community members who understand the region's telecommunications needs. The plans are part of a larger project supported by the Columbia Basin Trust and a regional high-tech development fund.

The project will help the region become a "learning community" at three levels: hardware infrastructure, specifically telecommunications; organizational development and partnerships applications; and skills at the community level.

A new local coalition, the Columbia Basin Telecommunications Network, will steer the project through the next stage by completing an engineering plan for a community-owned advanced telecommunications network. The network will include every community in the Kootenay and Boundary areas, and provide every resident and organization with affordable broadband access.

KAST felt that pursuing its goal through collaboration with like-minded organizations offered us the best opportunity for success. These organizations all share KAST's conviction that an affordable and accessible high-speed infrastructure is a key component to improving the quality of life in the area in a multitude of different ways.

— CLAUDIA TRUDEAU, KAST EXECUTIVE DIRECTOR AND CBTN MEMBER

Boundary Women's Coalition

The Boundary Women's Coalition runs a local transition house and resource society for women in Grand Forks. With funding from the Co-op Advantage program, the coalition held a two-day information and training workshop on cooperatives. Workshops included information about co-op principles, business models, roles and responsibilities of membership, and the process of forming a co-op.

The women are now in the process of forming three new co-ops, including one that will provide housing for elders and another that will serve the employment, training and networking needs of women in the area.

The coalition has also partnered with a computer recycling program to provide women with pre-owned computers so they can access a wider business and support network. The women are also using the recycled computers for administration, business plan writing and general skills development. In addition, the coalition plans to develop a women's business network with the Chamber of Commerce.

The ministry has partnered with us along the difficult road to local women's economic independence. In the shifting economy, women in remote regions benefit not only from training initiatives but particularly from networking around resources and experience.

—LYDIA SAWICKI, DIRECTOR, BOUNDARY WOMEN'S COALITION

The ministry allocated a total of $5,072,738 for 199 projects in the Mainland/Southwest region.

CASE STUDIES

False Creek Greening Community

Southeast False Creek is the last piece of undeveloped waterfront in downtown Vancouver. It will eventually be zoned for a mix of residential, community and commercial uses, housing as many as 10,000 people. The City of Vancouver, the Southeast False Creek working group and a team of architects and engineers are looking for ways to integrate energy sustainability into development planning for the area.

The project is part of the Greening Communities initiative, a new $2.5 million ministry program that funds community-led activities to address climate change, and which is part of the three-year, $13.4 million British Columbia Climate Change Business Plan. The False Creek site is a demonstration project that will show what can be done at the local level to reduce greenhouse gases.

What makes the project unique is that energy sustainability – from efficient buildings to land-use patterns that reduce car travel and energy consumption – is being considered at the beginning of a development rather than much later in the process. In addition, most work on sustainable development takes place in new communities, rather than in the core of a metropolitan centre. The project's location, next to Science World, is ideal for promoting the potential and benefits of sustainable development. The project will demonstrate how much can be done to ensure that development leaves a light energy footprint, and has the potential to become a model energy-efficient community.

Major contributors to the project will each be responsible for a component:

- The City of Vancouver will identify options for integrating energy efficiency and renewable energy technologies, like solar or geothermal power, into the draft official development plan.
- The Southeast False Creek working group will invite public input and educate the community about development and energy options by setting up a public outreach office in the area, holding a sustainability fair and developing a project Web site.
- The group Designers for Social Responsibility will hold a public workshop to give design and planning professionals an opportunity to review the draft official development plan.

A lot of people are doing things on a building level. We are looking at it from a community level. What we are calling sustainable development is really just smart development. We are starting where most have ended up.

—ALAN DUNCAN, PLANNER, CITY OF VANCOUVER

Affiliation of Multicultural Societies and Service Agencies of B.C.

The Affiliation of Multicultural Societies and Service Agencies of B.C. (AMSSA) is working to incorporate cultural competency (cultural awareness and diversity) into the day-to-day operations of Volunteer Vancouver and AMSSA member agencies, and provide training for trainers in these areas.

The project, which was funded through InVOLve BC, includes development of training materials and a self-assessment tool for voluntary agencies across the province. The expansion of volunteer board training from covering generic issues, such as fundraising and strategic planning, to including cultural competency will help boards and the agencies they direct to become more inclusive – and ultimately more reflective – of the diverse communities they serve. This cultural understanding will help organizations break down the barriers that limit involvement of people from ethnic and multicultural communities.

A lot of people who are new to the country volunteer their time so they can integrate into the community and get work experience. This project increases their access. Individual volunteer agencies often don't have the capacity, so AMSSA and Volunteer Vancouver worked together.

—LYNN MORAN, EXECUTIVE DIRECTOR, AFFILIATION OF MULTICULTURAL SOCIETIES AND SERVICE AGENCIES OF B.C.

Lillooet and District Recreational, Educational and Cultural Society

Residents of Lillooet were surprised to learn how many voluntary organizations are at work in their own backyard. Identifying who is doing what around town is part of a larger project aimed at developing a volunteer centre and volunteerism action plan for Lillooet, promoting awareness of the local voluntary sector, encouraging increased networking and community partnerships, and providing training and development opportunities for local voluntary organizations.

The Helping Hands Committee, sponsored by the Lillooet and District Recreational, Educational and Cultural Society, is leading the project, which has included widespread community consultation and a feasibility study. InVOLve BC funds allowed the committee to involve more than 50 community organizations, including local First Nations, in workshops and consultations. A component on youth volunteerism also brought together 116 local teens. Project community partners include the Chamber of Commerce, the Lillooet Internet Society, the Bridge River-Lillooet News and the District of Lillooet. A community Web site and resource guide will also be produced.

This is one of the best things that's happened for the volunteer community in Lillooet. It will lead to a stronger, more effective volunteer sector with more capacity.

—KIM NORTH, MEMBER OF THE HELPING HANDS COMMITTEE

United Community Services Co-op

The United Community Services Co-op (UCSC) has harnessed the power of the "extranet," a member-only Website, for B.C. cooperatives. The UCSC used ministry Co-op Advantage funding to develop the Co-op Learning Network, an innovative, technology-based extranet. With leading-edge software, users are able to conduct joint or private business through a shared, secure electronic workspace.

The network integrates a range of resources, experience and skills into a self-managed, practical, easy-to-use set of development tools that provides a centre for exchange and learning for co-ops, cooperative research centres, associations and co-op developers. Members can also create private workspaces where they control access and manage their own documents, libraries, discussion forums, interactive information forums, Web links, calendars and project plans. The network will provide access to professional co-op developers, who will also donate their time and act as online mentors.

This project has expanded the resources available to the cooperative movement. Co-ops from all sectors of the economy, anywhere in the province, will be able to use its power to connect people and ideas, test concepts, find resources and advocate. The network is also capable of connecting co-ops with export customers, consumers in other parts of Canada, and suppliers and marketing co-ops in other locations. In the long run, the network will become a hub of commerce and a centre for development. Co-ops in niche and marginal markets will benefit from the network as they expand economically.

Partnerships are at the heart of the extranet. Partnered groups, such as the Co-op Developers' Network and Canadian Cooperative Association – B.C. Region now have a method of sharing key information as well as providing a secure and private place for their own customers and stakeholders.

—TIM BEACHY, EXECUTIVE DIRECTOR, UCSC

Chehalis Indian Band aboriginal healing centre

For the Chehalis Indian Band, community is rooted in cultural traditions, teachings and spirituality. The band is blending ancient wisdom with a modern-day approach to community development to build a healing and cultural facility. The band will use a conference centre it purchased to provide services to band members, youth, Métis and other aboriginal people living on and off the reserve, both in the immediate area and throughout the Lower Mainland and Fraser Valley. The community is excited about the idea of using the facility as a healing centre, since there is currently no such facility in the region.

The concept of establishing an aboriginal healing centre was developed through a comprehensive community consultation. Funds from the ministry's Community Solutions program allowed the band to hire a community member to coordinate the needs assessment process, to ensure that everyone in the community was heard and recognized. At every stage of this project, the people facing issues are the ones addressing those issues.

The business planning is complete, a working advisory committee has been established and is actively involved in moving the project forward, and community support remains strong.

The entire community looks ahead to increased employment opportunities for Chehalis band members, a reduction in violence against women, better success in dealing with substance abuse, and a stronger community that is more rooted in traditional values. In the process, the band will build capacity within the community to operate the new healing centre on a self-sufficient basis.

A lot of our people are in the predicaments they are in because they have lost links with their family, their community. We want to develop a program that presents not only our own culture and traditions, but those of other First Nations as well. We want to help others find their healing path.

—VIRGINIA PETERS, HEALTH AND FAMILY SERVICES MANAGER, CHEHALIS INDIAN BAND

NECHAKO

The ministry allocated a total of $740,871 for 22 projects in the Nechako region.

CASE STUDIES

Atlin District Board of Trade

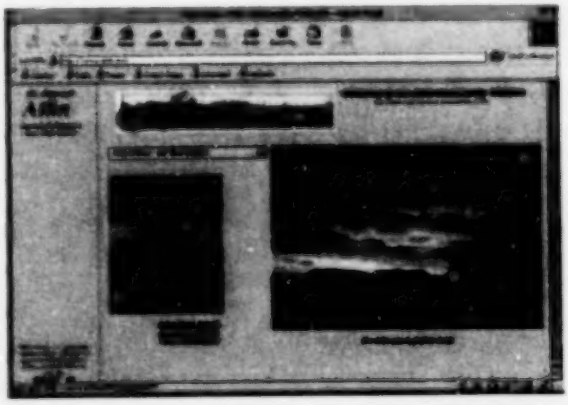
Residents of Atlin took the first step toward a more active role in shaping their future by participating in a pilot project led by the Atlin Board of Trade. The pilot, funded by the Community Enterprise program, included developing micro-enterprises, providing training for individuals to set up businesses, and creating a business mentorship program and business resource centre.

Facilitators delivered 30 entrepreneurial training courses to First Nations, women, seniors, youth and others in the community. In all, 110 people – more than a quarter of the local population – attended a course.

Over the 15 months of the project, participants produced 12 business-information newsletters and established a business resource library at Northern Lights College. As well, instead of a long-term mentoring model, participants asked for short-term sessions with advisors on specific business needs.

The project resulted in 15 new businesses and four business expansions. Participants also created a local business directory and a community Web site (www.atlin.net), both of which list all businesses and entrepreneurs in Atlin, free of charge.

Ultimately, the project aims to reduce high winter unemployment and dependency on income assistance in this beautiful but remote location. Atlin has renewed its relationship with the Yukon government and with some Alaskan communities. A "Partnering for Success" tourism marketing initiative has created opportunities for conventions and festivals in the region and generated enthusiasm for exploring community alliances.



These kinds of government assistance programs are crucial for helping volunteers in northern resource-based communities develop the capacity they need to rebuild their declining economies. Often we don't have the finances to go it alone, and this kind of help provides the resources required to create local partnerships and renew local volunteer energy, resulting in benefits to the whole community.

—STUART SIMPSON, PROJECT CO-ORDINATOR, ATLIN DISTRICT BOARD OF TRADE

Stuart Lake Community Services Society

Remote resource-based communities like Fort St. James often experience youth-related challenges. With funding from InVOLve BC, the Stuart Lake Community Services Society is supporting board development, strategic planning and networking activities to strengthen the local youth centre group.

Through consultation on youth issues, the project brought together a variety of community groups, including First Nations, the Ministry for Children and Families, Human Resources Development Canada, local schools and the college, the local RCMP detachment and the municipality. Project consultations also improved communications with youth organizations in eight other northern communities, and resulted in Community Enterprise funding for a regional youth co-ordinator. The project will integrate a strategic plan for the Fort St. James Youth Group with those from Stuart Lake Community Services and other agencies in the region, like the Tl'azt'en Nation Youth/Education and Nak'azdli Indian Band. The project has also led to development of a youth application for the National Crime Prevention Council's Community Mobilization Program.

NORTH COAST

The ministry allocated a total of $617,090 for 25 projects in the North Coast region.

CASE STUDIES

Repatriation of Haida Gwaii ancestors

In August 2000, the Skidegate and Old Masset communities of Haida Gwaii together welcomed ancestors back home to their final rest. More than 200 bentwood boxes, built by people trained and employed through a ministry-funded Community Solutions project, were used to bury remains of ancestors repatriated from Canadian museums.

A diverse set of community development goals were encapsulated in the one project. Beyond the act of steaming and bending the boxes, and drawing and painting designs on them (helped by volunteers from around the world), crew members learned more about repatriation. Hereditary leaders and elders were active in developing the project.

Ancestral remains were recovered from the University of British Columbia Museum of Anthropology in Vancouver, the Canadian Museum of Civilization in Hull, Quebec, and the Royal British Columbia Museum in Victoria. The communities consulted elders to devise a ceremony for the reburial that was close to original traditions and would ensure that the bones would not be disturbed again. Ten low-income community members were hired to make the boxes. Permanent assets were created for the community, and a long, painful history of oppression was addressed in a small but significant way.

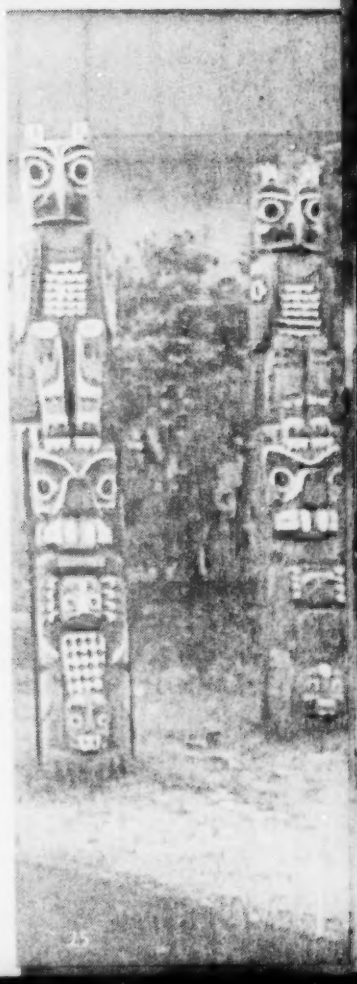
The project attracted a great deal of media attention, and a community feast was held as part of the repatriation ceremony. A totem pole–raising ceremony is planned for June 2001.

Another 200 boxes have been ordered for the repatriation of ancestral remains from museums in Chicago and New York. As before, students from the high school and elementary school are making button blankets to go in the boxes and learning about traditional crests, artwork, songs, dances and ceremonies.

The project has also planted a seed that could grow into a bigger undertaking. There is a small but growing art market for bentwood boxes, so the next step will be to consider making them for sale to artists and buyers.

At community meetings, our members have stressed repeatedly that they would like to see more projects that combine our traditions with our current demands. Building skill has to be relevant to people's experience – it has to fit with our culture. We feel that this project has succeeded by combining cultural relevance with developing skills. And it has brought our communities together with a common goal. To bring our ancestors home to rest. We know it's the right thing to do, it's our responsibility.

—ANDY WILSON, CHAIR, SKIDEGATE REPATRIATION COMMITTEE



Economic Development Association of B.C.

In our increasingly wired world, businesses looking for locations often go first to the Internet for preliminary research. If you're not there, "site selectors" can't see you. As a result of the B.C. Community Investment Profile project, funded through the Community Enterprise program, more than 50 B.C. communities can now be "seen," thanks to the work of 10 university students hired to gather the competitive economic development data that international site selectors look for.

As part of the project, the students developed a database template that accommodated more than 1,200 variables for each community. Templates were completed for 53 communities, involving 19 regional districts and eight distinct labour markets. The emphasis was on including smaller resource-based communities that would be able to use the information to develop economic development strategies and respond to investor inquiries.

The researchers were based in Terrace, Campbell River, Penticton, Golden, Dawson Creek, Vancouver, Prince George, Kamloops and Kelowna. In each community, data was collected with the help and support of local economic development organizations and other community groups.

The profiles are available at www.invest-bc.com. Invest BC is coordinating a cooperative direct-mail marketing campaign to high-tech firms and site selectors in the U.S.

Hazelton Co-op Road Show

People in the Hazelton area are looking at ways to diversify their economy away from its reliance on forestry and fishing, especially since the closure of the Skeena Cellulose, Inc. Carnaby mill. The Hazelton Co-op Road Show was one of a series of workshops held throughout the province to promote local co-ops and raise awareness about the cooperative model as a tool for economic diversification.

In Hazelton, groups interested in developing co-ops ranged from potato farmers to woodlot owners, and included a tourism marketing co-op, an agricultural co-op and an artisans' co-op. Workshop participants received information about co-ops and where to find further resources. A highlight of the workshop was a presentation by a member of Wilp Sa'Maay Harvesting Co-op. Wilp Sa'Maay has been in operation for three years, berry-picking and making and distributing jam. Wilp Sa'Maay, which uses non-timber forest resources and value-added manufacturing, is a good example of how a co-op can work to diversify the local economy.

The ministry supported the workshop through its Co-op Advantage program, along with other partners.

The ministry allocated a total of $429,878 for 14 projects in the Northeast region.

CASE STUDIES

Tumbler Ridge community transition

When coal prices fell and operating costs continued to climb, Quintette Operating Corporation closed its Tumbler Ridge mine in August 2000, putting 500 employees out of work. With the ministry's support, the community established a task force to deal with the impact of the mine closure. Its priority was to identify short-, medium- and long-term community transition needs and diversification opportunities.

The process brought together neighbouring municipal and regional governments, local health and education providers, the small-business community, labour unions and provincial government organizations. The District of Tumbler Ridge developed a comprehensive transition plan that formed the basis of a local-provincial partnership.

By linking the task force's efforts to the government-wide ADM Committee on Community Transition, the ministry ensured that the community benefited from the full range of available provincial assistance and expertise. Through its transition and adjustment strategy, the community was able to:

- maintain health treatment, community care, and alcohol and drug counselling services
- maintain municipal services at levels and costs that keep the community attractive as a place to locate businesses and attract new residents
- reduce the impact of the mine closure on education services to the community, and
- examine and take action on its economic diversification opportunities.

A large stock of approximately 1,000 vacant housing units was the community's most immediate economic opportunity. Following negotiations with Quintette and Canada Mortgage and Housing Corporation, Tumbler Ridge was able to buy and resell 750 units so far. The new home owners and citizens are revitalizing and changing the economic future of this community. Small business licences have increased, there are no commercial lots left, and home-based business starts are climbing.

From day one, the ministry told us that they [were there] to help us find solutions and give our vision a focus. They were our brokers for all our dealings. They helped bring all the players together. The ministry played a huge role in our transition and coordination in planning the study. What would the community look like? Would we keep our services? Our doctor? Our schools? We haven't lost any of those services.... The ministry has really been the catalyst in this project. It would have been impossible to achieve what we did without them.

—FRED BANHAM, CHIEF ADMINISTRATIVE OFFICER, DISTRICT OF TUMBLER RIDGE

Community development workshops

How can communities gain more control of their futures? What are their assets and their needs? Whose needs should have priority? What issues are most pressing? Do other communities have practices that work? Where does community action begin? The ministry sponsored Community Development workshops across B.C. from March to July 2000 to help communities answer these kinds of questions.

In the Peace region, three community consultation sessions in April 2000 drew on the knowledge and expertise of a range of social, educational, economic and political organizations, including local governments and First Nations. The process revealed that planning from a "basic needs" approach was the best way to identify critical community development issues and gaps. Advocacy, coordination among government agencies, communication, training and education, and support for youth at risk and low-income families were identified as priorities. The workshops also helped open a dialogue and promote understanding of community development issues among First Nations and rural communities.

Other regional community development workshops were held in the Alberni-Clayoquot, Cariboo-Chilcotin, North Vancouver Island, Sooke-Port Renfrew, North Okanagan and Surrey areas.

It provided the impetus to existing community planning processes, especially in Fort Nelson. It brought together a cross-section of economic development interests – something that had not been done for a very long time.

—REG WHITEN, P.AG., MCIP, CONSULTING AGROLOGIST AND PLANNER, INTERRA PLANNING SERVICES

Pro Peace Workers Cooperative

The Peace region has a well-established history of agricultural cooperatives. Some span the B.C./Alberta border. With the expanding co-op sector, there is an increasing demand for co-op developers in the area to help grassroots groups get started. Through the ministry-funded Co-op Advantage program, the Pro Peace Workers Cooperative held five days of intensive training in 2000/01. Fifteen participants learned how to start co-ops and market their goods locally. They also received instruction from professional co-op developers in co-op governance, roles and responsibilities and group facilitation.

The Pro Peace Workers Cooperative was created in fall 2000. It works with the Kiwanis Enterprise Centre in Dawson Creek, which supports regional resource-based industries looking for new ways to build and maintain local businesses. Working together, the groups were able to host workshops and training. They also hosted an open house during National Co-op Week to promote and recognize co-ops as viable business alternatives. One member of Pro Peace has opened a retail store cooperatively with five local producers. The store sells a variety of locally made products.

For the people taking the course, their whole attitude to life changed. People initially didn't understand the concept of co-ops other than the obvious examples like credit unions and groceries, but the course has made people think differently and consider other opportunities.

—MICHAEL TOOKEY, VICE-PRESIDENT, PRO PEACE CO-OP DEVELOPMENT

THOMPSON/OKANAGAN

The ministry allocated a total of $2,380,422 for 81 projects in the Thompson/Okanagan region.

CASE STUDIES

Central Okanagan Cultural Corridor

The Okanagan Valley's three regional districts are packaging and marketing the valley's arts, heritage and agri-tourism attractions as a "corridor of cultural experiences." With funding from the ministry's Community Enterprise program this multi-year pilot project is encouraging new business partnerships and marketing projects from Enderby to Osoyoos to Princeton. It is also breaking new ground by focusing on often overlooked tourism opportunities, considering an entire area for economic development rather than just a single community, and seeing the area's many different cultural products and services as tools for economic growth and diversification.

The first year of the project saw the development of an inventory of the 180 cultural attractions in the valley, including wineries, farm markets, museums, art galleries, heritage attractions and performing arts venues. A project newsletter was published and distributed to more than 350 stakeholders. The project also produced a study of other cultural corridors (e.g., the Oregon Trail, the Art Museum Trail in Maine, and the Louisiana Music Trail). Participants made presentations to local government, tourism associations, and the Union of B.C. Municipalities, and garnered local, regional and national tourism and wine trade media coverage.

The idea behind the project is simple: if you put all the apples in one basket and market them as a single basket, you've got a critical mass of products that is far more attractive than individual tourist attractions going off in their own directions trying to market themselves.

—STEVE THORNE, PROJECT EXECUTIVE DIRECTOR

Okanagan Tenants Advocate Society

Thanks to an innovative project approach, homeless people in Kelowna now have a voice in decisions that are made about their lives. The Okanagan Tenants Advocate Society used Community Solutions program funding to hire and train homeless people to research and gather information on homelessness in the Kelowna area.

Homeless people involved in the project worked with the Okanagan University College's Sociology Department to design and deliver surveys. The department collected and analyzed the results, which were used to create a database about housing stock and the needs of homeless people. This information will help the city council and others to better understand challenges associated with homelessness, and generate local solutions rather than relying on the leadership of governments or agencies.

The overwhelming success of this project has made it a model for homelessness research across the province. Homeless people involved in the project were so enthusiastic that they subsequently formed their own lobbying organization, Reaching Our Dreams, Expressing Ourselves (RODEO).

The main goal of the data is to raise awareness and understanding about homelessness. What we ultimately want to do is bridge the gap between the business community and social organizations because there hasn't been a bridge. That's the driving force behind it – to get some communications going.

—JIM FENTON, EXECUTIVE DIRECTOR, OKANAGAN TENANT ADVOCACY SOCIETY

VANCOUVER ISLAND/COAST

The ministry allocated a total of $5,854,141 for 179 projects in the Vancouver Island/Coast region.

CASE STUDIES

Victoria Cool Aid Society community kitchen

Once a week, women gather at a community kitchen at Sandy Merriman House, a drop-in centre and shelter for women run by the Victoria Cool Aid Society. The women work together to plan a meal, buy food, prepare the meal and take it away. They can also receive Food Safe certification and First Aid training. Those who participate in the project control its direction and report dramatic improvements in their quality of life and self-esteem.

The organization has partnered with several other agencies to ensure that the women's new training and life skills can be translated into employment. Local businesses have provided some of the food for the meals.

Through the initial support provided by the Community Solutions program, the kitchen will be self-sufficient and will not have to rely on ongoing government funding.

Gold River community transition

When Bowater Pulp and Paper Canada Inc. announced that it would permanently close its pulp mill in Gold River in February 1999, one-third of the community's workforce faced unemployment. The mill was Gold River's primary employer. Its closure resulted in the loss of 380 direct and 150 indirect jobs. In total, almost 1,000 residents, or half of the village's population, were affected by the closure. As well, the mill provided 82 per cent of the municipal tax base.

In order to deal with the challenges facing Gold River, the ministry and its government-wide ADM Committee on Community Transition:

- set up an on-site community response team
- provided more mental health and alcohol and drug counselling services
- established an industrial adjustment committee in Gold River (funded by the federal and provincial governments)
- provided transitional employment funding, through Forest Renewal BC, for park and recreation projects
- funded a community transition and adjustment study, and
- worked with community stakeholders to develop a community transition plan.

The provincial government approved a multi-year partnership package worth up to $7.9 million to help Gold River make the transition and begin to diversify its economy. The package reduced the community's municipal debt and helped with lost industrial tax revenue. The community contributed to debt reduction and took steps to revise its taxation and service levels to meet the new reality. The funding also went towards continuing education, health and family services and to support the community's small business initiatives and economic development activities.

The ministry is managing a multi-year memorandum of assistance over the entire term of the assistance. It has gathered baseline data to measure changes in the community and evaluate the results of the assistance.

Since the closure, the community has had an influx of residents who are contributing new skills and interests. Gold River is looking to the future.

The money is wonderful and has helped to sustain us. But the expertise is really what we need. Strategic plans and studies to pinpoint the community's potential were invaluable. Council members are not experts and the village staff dropped to five from nine so it would have been difficult to manage without the expert help.

— DAYLE CRAWFORD, MAYOR, GOLD RIVER

Port Alberni Mental Health Association

With funding from the Community Enterprise program, the Port Alberni branch of the Mental Health Association is studying ways to combine a recycling project with jobs for local people with mental illnesses. The community is keen to expand recycling opportunities, and the branch believes its client group would be a good fit.

As part of the project, clients helped to conduct market research and a feasibility study, and to develop business and training plans. They identified possible recycling sites and will soon arrange training and find investors to help buy equipment. In partnership with the city and small businesses in town, the branch will provide public education about recycling.

North Island Tourism Initiative

The North Island Tourism Initiative brought together tourism-related partners from across the region under one umbrella marketing organization, the Vancouver Island North Visitors Association. With a marketing plan completed, the region will focus on projects that will bring more visitors north and encourage them to stay longer. It also hopes to improve visitor interest in and access to cultural and recreational activities in remote communities on northern Vancouver Island.

Partners have already completed several successful projects. They set up signs designed by local artists to encourage travellers to venture off the highway and visit natural and heritage sites. They developed a plan for publicizing and marketing the region's network of hiking trails and provided a new festival guide to help volunteers manage and promote local events. As well, the first "Indian Summer Days" event, held in Port Hardy in September 2000, celebrated local Kwakiutl First Nations culture with traditional games, foods and ceremonies. Carver and hereditary chief Dorey Brotchie (Nakapenkum) presented a traditional cedar log war canoe to the town, which was a highlight of the event.

Other projects will develop interpretative sites related to Coal Harbour's heritage as a whaling station, establish a North Island wildlife viewing network, and expand the Zeballos Museum.

The program's steering committee has brought together First Nations, chambers of commerce, local businesses, tourism operators, local government officials, heritage associations and other economic sectors. The ministry's Community Enterprise program helped fund the initiative, along with other provincial ministries, regional funding partners, and other provincial and federal sources.

Since this is the first annual performance report published by the Ministry of Community Development, Cooperatives and Volunteers, summary budgets and expenditures are presented in two tables. Table 1 covers the period August 1999 to March 31, 2000. Table 2 covers the period April 1, 2000 to March 31, 2001.

TABLE 1: Budget vs. actual expenditures and FTEs, August 1999 to March 31, 2000

	EXPENDITURES		FTES	
	BUDGET ($)	ACTUAL ($)	BUDGET	ACTUAL (ESTIMATE)
Ministry Operations (Sub-votes)				
Minister's Office	327,000	300,508	6	3.79
Corporate Services	1,475,000	935,397	9	3.52
Community Programs	16,303,000	11,245,607	34	12.87
Total Ministry Operations	**18,105,000**	**12,481,512**	**49**	**20.18**

The table above illustrates that the ministry was largely successful in its start-up year in developing, launching and delivering its new programs to support, promote and invest in community-led initiatives. The ministry expended approximately 69 per cent of its budget allocation in that partial first year of operation.

Table 2 shows that the ministry expended approximately 95 per cent of its voted budget in the fiscal year 2000/01, leaving a 5 per cent surplus.

TABLE 2: Budget vs. actual expenditures and FTEs, April 1, 2000 to March 31, 2001 (Unaudited)

	EXPENDITURES		FTES	
	BUDGET ($)	ACTUAL ($)	BUDGET	ACTUAL (ESTIMATE)
Vote 23: Ministry Operations				
Minister's Office	424,000	420,072	6	8
Corporate Services	2,183,000	2,173,882	11	13
Community Programs				
Community Transition	2,760,000	1,051,775	8	8
Urban Development Unit	2,327,000	3,268,702	11	9
Community Enterprise	9,176,000	9,531,354	10	11
Co-op and Voluntary Sectors	5,160,000	4,104,177	7	7
Intergovernmental Relations	613,000	1,144,505	4	3
Vancouver Agreement	87,000	(67,336)	5	1
Subtotal Community Programs	**20,123,000**	**19,033,177**	**45**	**39**
Total Ministry Operations	**22,730,000**	**21,627,131**	**62**	**60**
Vote 38: Social Alternatives	**229,000**	**154,308**	**2**	**4**

The budget surplus for 2000/01 was the result of several circumstances, including cross-government investment in community adjustment and transition plans (e.g., for Gold River and Tumbler Ridge), staffing issues, and the decision to disperse funds more evenly over the duration of all projects. The Vancouver Agreement Unit finished the year with more funds than originally budgeted because of cost attribution and interministry recoveries.

Savings during 2000/01 allowed the ministry to plan and invest beyond budgeted amounts in:

- community-based projects under the Community Solutions program
- matching federal government investment in the Western Economic Partnership Agreement
- Community Enterprise programming
- the Greening Communities Initiative, and
- learning communities and regional development initiatives in the Intergovernmental Relations branch.

Many of the original outcome measures in the *Ministry of Community Development, Cooperatives and Volunteers Performance Plan 2000–2001* were estimated for new programs and programs under development. The plan anticipated that as the ministry's programs developed, its outcome measures would also be reshaped. This has been the case.

Since the plan was filed with Treasury Board in April 2000, the ministry has also developed an organization-wide performance management framework. It included substantially different outcome measures from those identified in the original performance plan. To provide the most meaningful and relevant report of results against expected outcomes, the measures that follow have in most cases been taken from that framework. Except as noted, all information is aggregate administrative data from project report summaries.

GOAL: Self-reliant communities

OBJECTIVES

- Greater community awareness of all potential vehicles for community development available in the public, private and voluntary sectors
- Enhanced local capacity to manage and deliver community development initiatives
- Increased opportunities for marginalized individuals
- More effective community use of government programming

EXPECTED OUTCOMES

- Enhanced local capacity to lead, manage and direct community economic development
- Stronger cooperative and voluntary sectors
- Increased awareness and understanding of cooperatives and voluntary organizations and their contribution to community
- Growth in the number of enterprises, cooperatives and voluntary organizations producing social and economic benefits
- Economic diversification in rural, resource and coastal communities

OUTCOME MEASURES

MEASURE: The number of organizations receiving funding to increase community access to capital and resources

OUTCOME: Invested $7.9 million in 180 Community Enterprise projects

MEASURE: The number of co-op projects supported

OUTCOME: Supported 101 co-op projects

MEASURE: The number of resources created in support of improved cooperative practices

OUTCOME: Funded 59 individual groups for co-op training/development, including youth, people with a disability, and First Nations

Delivered 20 on-site co-op training projects, plus one training project directed at youth, in 27 communities

Developed two province-wide co-op information/education projects

Completed 10 major studies of the best practices, history and value of co-ops

GOAL: Self-reliant communities CONTINUED

OUTCOME MEASURES

MEASURE The number of communities in which volunteer initiatives have been supported

OUTCOME Supported initiatives of 199 voluntary organizations in 69 communities

Funded more than 2,500 community voluntary organizations through workshops, conferences and networking opportunities and training resources

Introduced 10 new volunteer centres and increased the capacity and visibility of the 38 existing centres

Developed benchmarks and standards of practice for volunteer management

Created an online database of training and development opportunities available to voluntary organizations

Developed leadership training standards for boards of directors

Researched liability issues for non-profit organizations, and developed a provincial screening initiative

---

MEASURE The level of awareness of cooperatives and voluntary organizations and their value

OUTCOME Published and distributed *Building Our Communities: Celebrating and Strengthening the Voluntary Sector and Volunteering in British Columbia*.

Provided funding through Volunteer BC to coordinate and implement a provincial strategy for International Year of Volunteers

Developed and distributed Youbet for Co-ops, a manual on co-op business planning for youth

Presented the Co-op Road Show in 11 communities and gave presentations on the Co-op Advantage program in six additional communities

---

MEASURE The number and extent of community networks/partnerships that have been established and are contributing to community development

OUTCOME Established co-op partnerships with six municipalities, 13 Community Futures Development Corporations, and two post-secondary institutes

Provided approximately $4 million for 225 voluntary sector initiatives supporting a wide variety of organizations

Supported volunteer project activities that involved individuals and organizations in 190 communities, at least half of which are considered rural and/or remote

Funded 218 voluntary organizational development projects, each involving a minimum of two community organizations, with about 45 of these involving more than 20 organizations each, and some 30 projects focused on building and strengthening community and organizational networks and partnerships

GOAL: Communities with resilient and diversified economies

OBJECTIVES

- Improved access to local natural resources
- A broader range of local economic opportunities throughout the province
- Improved community access to capital
- Decreased community dependence on single industries

EXPECTED OUTCOMES

- Economic diversification in rural, resource and coastal communities
- Increased community stability
- Increased access to capital for marginalized individuals to become self-sufficient
- Reduced local/regional unemployment
- Reduced socio-economic stress in and inequality among regions

OUTCOME MEASURES

MEASURE: Economic development funding by region

OUTCOME Funded 168 Community Enterprise organizations

Undertook co-op projects in 61 communities

Funded voluntary sector projects, 55 per cent of which are located outside of the Lower Mainland, including 17 in northern B.C.

MEASURE: Economic development funding by sector

OUTCOME Invested $7.9 million in 180 Community Enterprise projects in the agricultural, business, education, environmental, fishing/fish products, forestry/logging, high tech/knowledge, tourism and "other" sectors

Supported 29 co-op projects that increased community activity in production, marketing, services, consumer buying and business inputs

---

MEASURE: Amount invested

OUTCOME Established nine Community Venture Capital Corporations (CVCCs), with 270 investors receiving $1.4 million in tax credits

Raised $4.8 million via CVCCs for investment in 13 small businesses, of which $3.8 million was in regional small business CVCC investments

Supported 14 businesses with $1.2 million in Ecotrust investments

---

MEASURE: The number of businesses started, expanded or retained

OUTCOME Supported 34 business starts, 44 business expansions and 15 business retentions, as well as nine community-based and three home-based businesses, generating $2.4 million in annual revenues and $1.5 million in new equity

---

MEASURE: The number of new cooperatives incorporated

OUTCOME 36 new co-ops incorporated from December 1999 to March 2001

MEASURE: Funding provided to organizations working with marginalized populations and equity groups

OUTCOME Funded 49 projects through InVOLve BC involving organizations serving marginalized populations

---

MEASURE: The number of jobs created

OUTCOME Created or retained 41 jobs (the Ecotrust program created or retained 137 jobs; the ministry is considered to have generated 30 per cent of that total)

Created or retained 65 jobs through Enterprise Facilitation (577 Enterprise Facilitation clients were interviewed: 319 proceeded with and 167 currently active – based on available but incomplete Enterprise Facilitation project data at March 31, 2001)

GOAL: Community focus in government

OBJECTIVES

- Greater awareness in government of local aspirations
- Greater awareness in government of the voluntary and cooperative sectors
- An improved and integrated collaborative response to community initiatives

EXPECTED OUTCOMES

- A "Community Lens" policy tool to address the effects of government policies on community development
- Memoranda of Understanding between the ministry and other ministries/agencies to address community development needs

OUTCOME MEASURES

MEASURE: A Policy Tool is created to address the effects of government policies on community development

OUTCOME: Brought the Cooperative Associations Act and Regulation into force

MEASURE: The number of Memoranda of Understanding between the ministry and other ministries and agencies

OUTCOME: A Memorandum of Understanding in support of community transition funding signed by the ministry, the Ministry of Municipal Affairs and the Village of Gold River

MEASURE: The number of events organized that involve interministerial activities

OUTCOME: Organized three events: the B.C./Yukon Learning Communities conference, the Learning Communities Invitational forum, and CIVICUS

MEASURE: The number of other interministry community development collaborations

OUTCOME: Undertook co-op collaborations with the ministries of Small Business, Tourism and Culture; Agriculture, Food and Fisheries; Social Development and Economic Security; and Advanced Education, Training and Technology

Established an International Year of Volunteers interministry committee representing 20 provincial government bodies, and developed tools to support other ministries in valuing and recognizing volunteers and volunteerism in B.C.

Led provincial and territorial collaboration on voluntary sector issues and supported development of a provincial voluntary sector roundtable

Established four other interministry community development collaborations: learning communities, Central Coast, community sustainability and eco-certification

MEASURE: The number of new approaches to community development involving collaborative government responses

OUTCOME: Developed two new approaches: Central Coast and the Learning Communities agreement

MINISTRY OF COMMUNITY DEVELOPMENT, COOPERATIVES AND VOLUNTEERS